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Army Performance Improvement Criteria "APIC" Training Module 13

"Category 2 – Strategic Planning"
The Details of the Criteria

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Category Two: Strategic Planning

- This week's TMT continues the details of APIC with Category Two – Strategic Planning, item number 2.2

- We encourage you to keep and consolidate these training modules for future reference.

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- The Strategic Planning Category examines *How* your organization develops *Strategic Objectives* and *Action Plans*. Also examined are *How* your chosen *Strategic Objectives* and *Actions Plans* are deployed and changed if circumstances require, and *How* progress is measured.

- The Strategic Planning Category is comprised of two “Key Performance Areas” that we refer to as KPAs.

  - 2.1 – Strategy Development

  - 2.2 – Strategy Deployment

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- 2.2 addresses: How do you deploy your strategy?

- It asks us to describe how our organization converts its *strategic objectives* into *action plans*. It asks us to summarize the organization's *action plans* and related *performance measures or indicators. Also to* project our organization's future *performance* on these *key performance measures or indicators.*

- The Strategic Planning Category (2.2) has two sections (areas to address) that ask us a series of questions related to:
  - 2.2a. Action Plan Development and Deployment
  - 2.2b. Performance Projection

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2.2a Action Plan Development and Deployment questions ask:

(1) How do you develop and deploy action plans to achieve your *key strategic* objectives? How do you allocate resource to ensure accomplishment of your *action plans*? How do you ensure that the key changes resulting from your *action plans* can be sustained?

(2) How do you establish and deploy modified *action plans* if circumstances require a shift in plans and rapid execution of new plans?

(3) What are your *key* short- and longer-term *action plans?* What are the key changes, if any, in your products and services and your *customers* and markets, and how will you operate?

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2.2a Action Plan Development and Deployment questions ask:

(4) What are your *key* human resource plans that derive from your short-and longer-term *strategic objectives and action plans?*

(5) What are your *key performance measures or indicators* for tracking progress on your *action plans?* How do you ensure that your overall *action plan* measurement system reinforces organizational *alignment*? How do you ensure that the measurement system covers all *key deployment* areas and *stakeholders?*

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2.2b Performance Projection questions ask:

For the *key performance measures or indicators* identified in 2.2a(5), what are your *performance projections* for both your short-and longer-term planning time horizons? How does your projected *performance* compare with the projected *performance* of your competitors or comparable organizations? How does it compare with *key benchmarks, goals, and past performance,* as appropriate? If there are current or projected gaps in *performance* against your competitors or comparable organizations, *How* will you address them?

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We ask that you look over each of these questions and establish in your mind or on paper what you think the answers are.

These will be similar questions that you will be asked during the APIC/ACOE On-Line Survey later this summer or fall.

More Information about the Army Performance Improvement Criteria and the "APIC" website can be found at:

www.hqda.army.mil/leadingchange/